

The copyright © of this thesis belongs to its rightful author and/or other copyright owner. Copies can be accessed and downloaded for non-commercial or learning purposes without any charge and permission. The thesis cannot be reproduced or quoted as a whole without the permission from its rightful owner. No alteration or changes in format is allowed without permission from its rightful owner.



**FACTORS INFLUENCING SERVICE-ORIENTED
ORGANIZATIONAL CITIZENSHIP BEHAVIOR AMONG
SALESPERSONS IN THE BANKING SECTOR**



KOAYHUEY SIAN

UUM
Universiti Utara Malaysia

**MASTER OF SCIENCE (MANAGEMENT)
UNIVERSITI UTARA MALAYSIA
AUGUST 2019**

**FACTORS INFLUENCING SERVICE-ORIENTED
ORGANIZATIONAL CITIZENSHIP BEHAVIOR AMONG
SALESPERSONS IN THE BANKING SECTOR**

By
KOAY HUEY SIAN
(823208)



UUM
Universiti Utara Malaysia

Thesis submitted to
Othman Yeop Abdullah Graduate School of Business,
UNIVERSITI UTARA MALAYSIA,
In Partial Fulfillment of the requirement for
Master of Science (Management)



**Pusat Pengajian Pengurusan
Perniagaan**

SCHOOL OF BUSINESS MANAGEMENT

Universiti Utara Malaysia

PERAKUAN KERJA KERTAS PENYELIDIKAN
(Certification of Research Paper)

Saya, mengaku bertandatangan, memperakukan bahawa
(I, the undersigned, certified that)

KOAY HUEY SIAN (823208)

Calon untuk Ijazah Sarjana
(Candidate for the degree of)

MASTER OF SCIENCE (MANAGEMENT)

telah mengemukakan kertas penyelidikan yang bertajuk
(has presented his/her research paper of the following title)

**FACTORS INFLUENCING SERVICE ORIENTED ORGANIZATIONAL CITIZENSHIP
BEHAVIOUR AMONG SALESPERSONS IN THE BANKING SECTOR**

Seperti yang tercatat di muka surat tajuk dan kulit kertas penyelidikan
(as it appears on the title page and front cover of the research paper)

Bahawa kertas penyelidikan tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu
dengan memuaskan.

(that the research paper acceptable in the form and content and that a satisfactory knowledge of the field is covered
by the research paper).

Nama Penyelia : **DR. MAHA MOHAMMED YUSR OTHMAN**
(Name of Supervisor)

Tandatangan :
(Signature)

Tarikh : **18 OGOS 2019**
(Date)

PERMISSION TO USE

In presenting this dissertation / project paper in partial fulfillment of the requirements for a Post Graduate degree from the University Utara Malaysia (UUM), I agree that the Library of this university may make it freely available for inspection. I further agree that permission for copying this dissertation / project paper in any manner, in whole or in part, for scholarly purposes may be granted by my supervisors(s) or in their absence, by the Dean of Othman Yeop Abdullah Graduate / School of Business where I did my dissertation / project paper. It is understood that any copying or publication or use of this dissertation / project paper parts of it for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to the UUM in any scholarly use which may be made of any material in my dissertation / project paper.

Request for permission to copy or to make other use of materials in this dissertation / project paper in whole or in part should be addressed to:



Dean of Othman Yeop Abdullah Graduate School of Business
College of Business
University Utara Malaysia
06010 Sintok
Kedah Darul Aman

ABSTRACT

The purpose of the study is to explore the influence of empowering leadership, job satisfaction, service climate and employee commitment on service-oriented organizational citizenship behaviors. A conceptual model was established based on existing literature to test the relationship between the variables of the study. A survey research design using simple random sampling was employed with a sample of 250 salesperson from the banking industry participated in the study. The results of correlation and regression analyses shows that all four independent variables (empowering leadership, job satisfaction, service climate and employee commitment) have a significant relationship and influenced towards service-oriented organizational citizenship behaviors. The results also showed that empowering leadership is the most influential factor on service-oriented organizational citizenship behaviors. Hence, the proposed model offers a greater understanding of how empowering leadership, job satisfaction, service climate and employee commitment can be used to improve service-oriented organizational citizenship behaviors in the banking industry. Based on the result of this study, managers should provide avenues as well as resources for salespersons to deliver quality service to customers. Furthermore, customer policies and procedures should be clearly communicated, especially to the front-line employees as well as offering continuous support and encouragement to enhance service-oriented organizational citizenship behaviors. Finally, limitations of the study were discussed in tandem with the suggestions for future research.

Keywords: empowering leadership, job satisfaction, service climate, employee commitment, service-oriented organizational citizenship behaviors.

ABSTRAK

Tujuan kajian ini adalah untuk meneroka pengaruh memperkasa kepimpinan, kepuasan bekerja, iklim perkhidmatan, komitmen pekerja dan perilaku kewarganegaraan organisasi berorientasikan perkhidmatan. Model konseptual dibentuk dari literatur sedia ada untuk menguji hubungan di antara pemboleh-pemboleh ubah kajian. Dengan menggunakan reka bentuk penyelidikan tinjauan dan persampelan rawak mudah, sampel sebanyak 211 jurujual dari industri perbankan mengambil bahagian dalam kajian ini. Dapatan daripada analisis korelasi dan regresi menunjukkan keempat-empat pembolehubah tidak bersandar (memperkasa kepimpinan, kepuasan bekerja, iklim perkhidmatan dan komitmen pekerja) mempunyai hubungan serta pengaruh yang signifikan ke atas perilaku kewarganegaraan organisasi berorientasikan perkhidmatan. Dapatan kajian juga menunjukkan memperkasa kepimpinan merupakan faktor yang paling kuat mempengaruhi persepsi ini. Dengan ini, model kajian menawarkan pemahaman yang lebih bagaimana memperkasa kepimpinan, kepuasan bekerja, iklim perkhidmatan dan komitmen pekerja dapat digunakan untuk meningkatkan perilaku kewarganegaraan organisasi berorientasikan perkhidmatan dalam industri perbankan. Sebagai saranan pengurusan, para pengurus harus menyediakan peluang serta sumber bagi pekerja untuk memberikan perkhidmatan yang berkualiti kepada pelanggan. Di samping itu, dasar dan prosedur perkhidmatan pelanggan harus dikomunikasikan dengan jelas terutama kepada pekerja barisan hadapan serta menawarkan sokongan dan galakan yang berterusan untuk meningkatkan komitmen pekerja. Akhirnya, batasan kajian juga dibincangkan seiring dengan cadangan penyelidikan masa depan.

Kata kunci: memperkasa kepimpinan, kepuasan bekerja, iklim perkhidmatan, komitmen pekerja dan perilaku kewarganegaraan organisasi berorientasikan perkhidmatan.

ACKNOWLEDGEMENT

BISMILLAHIRRAHMANIRRAHIM, ALHAMDULILLAH, all praise to Allah, and blessings and peace to His Messenger. My gratitude to Allah the Almighty for giving me the strength, blessings, rewards, guidance, and knowledge that has been bestowed upon me and my family throughout the journey of completing this dissertation.

Undoubtedly, this dissertation would not be at this stage without all the prayers and support from many parties. I would like to express my never-ending appreciation and thanks to my supervisor, Dr. Maha Mohammed Yusr Othman, Senior Lecturer at the School of Business Management, Universiti Utara Malaysia. A word of appreciation is also extended to Dr Hj.Mohamad Zainol Abidin bin Adam, also a Senior Lecturer at the School of Business Management, University Utara Malaysia. Thanks to both of them, for all the endless support, guidance, encouragement, motivational words, criticism and patience given throughout the period of completing this dissertation. The door to their office are always open whenever I had many questions about my research and writing. Both of them consistently steered me in the right direction whenever he thought I needed it.

Also not forgetting to my close friends, Chua Chy Ren, Nurul Aqilah, Joyce Tang and Winnie Ku. They continually provide me with their support, sharing time with me in joy and in tears as well as during the good times and surviving the hard times. I deeply appreciate all the help they had given and will not be forgotten.

I must also express my very profound gratitude to my husband, Mohd Hairul bin Hamdan and my son, Muhammad Irfan Daniel for providing me with endless love, unfailing support and continuous encouragement in my life as well as throughout my years of study and through the process of researching and writing this dissertation. This accomplishment would not have been possible without all of you. Love you all the most.

Additionally, I would like to extend my words of thank to my father, Koay Kah Soon and mother, Ng Ah Eng, sisters, Koay Huey Yen and Koay Ee Sian. Their never ending understanding, support and encouragement have helped me survive through tough as well as happy moments throughout my study.

Last but not least, I would also like to express my appreciation and thanks to all the salespersons of the commercial banks in Klang Valley, who were involved in helping me during the data collecting process. Their support had helped me achieved the success in completing this research. Without their involvement, contributions, cooperation and support, the completion of this dissertation would not have been possible.

Thank You.

WASSSALAM

TABLE OF CONTENTS

| Content | Page |
|--|------|
| PERMISSION TO USE | ii |
| ABSTRACT | iii |
| ABSTRAK | iv |
| ACKNOWLEDGEMENT | v |
| TABLE OF CONTENTS | vi |
| LIST OF TABLES | x |
| LIST OF FIGURES | xii |
| LIST OF ABBREVIATIONS | xiii |
| LIST OF APPENDICES | xiv |
| | |
| CHAPTER ONE: INTRODUCTION | |
| 1.0 CHAPTER INTRODUCTION | 1 |
| 1.1 OVERVIEW OF THE MALAYSIAN BANKING INDUSTRY | 1 |
| 1.1.1 Commercial Banking System | 2 |
| 1.1.2 Islamic Banking System | 3 |
| 1.1.3 Investment Banking System | 4 |
| 1.1.4 Centrak Bank of Malaysia | 6 |
| 1.2 BACKGROUND OF STUDY | 6 |
| 1.3 PROBLEM STATEMENT | 10 |
| 1.4 RESEARCH QUESTIONS | 13 |
| 1.5 RESEARCH OBJECTIVES | 14 |
| 1.5.1 Main Objective | 14 |
| 1.5.2 The Specific Objectives | 14 |
| 1.6 SIGNIFICANCE OF THE STUDY | 15 |
| 1.7 SCOPE OF THE STUDY | 17 |
| 1.8 OPERATIONAL DEFINITION OF KEY TERMS | 18 |
| 1.9 ORGANIZATION OF STUDY | 19 |

CHAPTER TWO: LITERATURE REVIEW

| | | |
|-------|--|----|
| 2.0 | CHAPTER INTRODUCTION | 20 |
| 2.1 | ORGANIZATIONAL CITIZENSHIP BEHAVIOR | 20 |
| 2.1.1 | Dimensions of Organizational Citizenship Behavior | 22 |
| 2.2 | SERVICE-ORIENTED ORGANIZATIONAL CITIZENSHIP BEHAVIOR | 25 |
| 2.2.1 | Dimensions of Service-oriented Organizational Citizenship Behavior | 27 |
| 2.3 | EMPOWERING LEADERSHIP | 29 |
| 2.3.1 | Dimensions of Empowering Leadership | 30 |
| 2.3.2 | Empowering Leadership and SO-OCB | 31 |
| 2.4 | JOB SATISFACTION | 31 |
| 2.4.1 | Job Satisfaction & SO-OCB | 33 |
| 2.5 | SERVICE CLIMATE | 33 |
| 2.5.1 | Dimensions of Service Climate | 34 |
| 2.5.2 | Service Climate and SO-OCB | 35 |
| 2.6 | EMPLOYEE COMMITMENT | 36 |
| 2.6.1 | Types of Employee Commitment | 37 |
| 2.6.2 | Employee Commitment and SO-OCB | 39 |
| 2.7 | THE VARIABLES OF THE STUDY | 40 |
| 2.7.1 | Dependent Variable | 40 |
| 2.7.2 | Independent Variable | 40 |
| 2.8 | THE UNDERPINNING THEORY OF ORGANIZATIONAL CITIZENSHIP BEHAVIOUR | 41 |
| 2.9 | THEORETICAL FRAMEWORK | 43 |
| 2.10 | HYPOTHESES OF STUDY | 44 |
| 2.11 | CHAPTER SUMMARY | 45 |

CHAPTER THREE: METHODOLOGY

| | | |
|-------|--------------------------|----|
| 3.0 | CHAPTER INTRODUCTION | 46 |
| 3.1 | RESEARCH DESIGN | 46 |
| 3.2 | POPULATION AND SAMPLING | 48 |
| 3.2.1 | Sample Size | 48 |
| 3.2.2 | Sampling Design | 49 |
| 3.3 | QUESTIONNAIRE DESIGN | 50 |
| 3.4 | MEASUREMENT OF THE STUDY | 52 |
| 3.4.1 | Measurement of Construct | 52 |

| | | |
|-------|------------------------------|----|
| 3.5 | DATA COLLECTION METHODS | 56 |
| 3.6 | PRE-TEST | 57 |
| 3.7 | PILOT TEST | 58 |
| 3.8 | DATA ANALYSIS STRATEGY | 59 |
| 3.8.1 | Normality Test | 59 |
| 3.8.2 | Reliability Test | 60 |
| 3.8.3 | Descriptive Analysis | 61 |
| 3.8.4 | Pearson Correlation Analysis | 62 |
| 3.8.5 | Multiple Regression Analysis | 63 |
| 3.9 | CHAPTER CONCLUSION | 63 |

CHAPTER FOUR: FINDINGS

| | | |
|---------|--|----|
| 4.0 | CHAPTER INTRODUCTION | 64 |
| 4.1 | RESPONSE RATE | 64 |
| 4.2 | NORMALITY TEST | 65 |
| 4.3 | DESCRIPTIVE STATISTIC OF DATA | 68 |
| 4.3.1 | Gender of Respondents | 69 |
| 4.3.2 | Age Groups of Respondents | 69 |
| 4.3.3 | Ethnic Groups of Respondents | 70 |
| 4.3.4 | Religion of Respondents | 71 |
| 4.3.5 | Marital Status of Respondents | 71 |
| 4.3.6 | Educational Level of Respondents | 72 |
| 4.3.7 | Duration of Service of Respondents | 73 |
| 4.3.8 | Monthly Income of Respondents | 73 |
| 4.4 | GOODNESS OF MEASURES | 75 |
| 4.4.1 | Factor Analysis | 75 |
| 4.4.1.1 | <i>Factor Analysis of Empowering Leadership</i> | 76 |
| 4.4.1.2 | <i>Factor Analysis of Job Satisfaction</i> | 78 |
| 4.4.1.3 | <i>Factor Analysis of Service Climate</i> | 79 |
| 4.4.1.4 | <i>Factor Analysis of Employee Commitment</i> | 80 |
| 4.4.1.5 | <i>Factor Analysis of SO-OCBs</i> | 80 |
| 4.4.2 | Reliability Analysis | 82 |
| 4.5 | MEANS AND STANDARD DEVIATION OF THE COLLECTION DATA | 82 |
| 4.5.1 | Mean and Standard Deviation of Empowering Leadership | 83 |
| 4.5.2 | Mean and Standard Deviation of Job Satisfaction | 84 |

| | | |
|--|--|-----|
| 4.5.3 | Mean and Standard Deviation of Service Climate | 86 |
| 4.5.4 | Mean and Standard Deviation of Employee Commitment | 87 |
| 4.5.5 | Mean and Standard Deviation of SO-OCB | 87 |
| 4.6 | CORRELATION ANALYSIS | 89 |
| 4.6.1 | To Achieve Objective 1 | 89 |
| 4.6.2 | To Achieve Objective 2 | 90 |
| 4.6.3 | To Achieve Objective 3 | 91 |
| 4.6.4 | To Achieve Objective 4 | 92 |
| 4.7 | REGRESSION ANALYSIS | 93 |
| 4.7.1 | To Achieve Objective 5 | 93 |
| 4.7.2 | Analysis of Coefficient of Determination (R ²) | 94 |
| 4.7.3 | Regression Analysis of Coefficient | 95 |
| 4.8 | CHAPTER CONCLUSION | 96 |
| CHAPTER FIVE: DISCUSSION AND CONCLUSION | | |
| 5.0 | CHAPTER INTRODUCTION | 97 |
| 5.1 | RECAPITULATION OF THE STUDY FINDINGS | 97 |
| 5.2 | DISCUSSION | 99 |
| 5.2.1 | Relationship between Empowering Leadership and SO-OCB | 99 |
| 5.2.2 | Relationship between Job Satisfaction and SO-OCB | 100 |
| 5.2.3 | Relationship between Service Climate and SO-OCB | 100 |
| 5.2.4 | Relationship between Employee Commitment and SO-OCB | 101 |
| 5.3 | IMPLICATIONS OF THE STUDY | 101 |
| 5.3.1 | Managerial Implications | 101 |
| 5.3.2 | Theoretical Implications | 104 |
| 5.4 | LIMITATIONS AND SUGGESTIONS FOR FUTURE RESEARCH | 105 |
| 5.5 | CONCLUSION | 106 |
| | REFERENCES | 107 |
| | APPENDICES | 119 |

LIST OF TABLES

| Tables | Title of Tables | Page |
|------------|---|------|
| Table 1.1 | The Definition of Variables | 18 |
| Table 2.1 | Dimensions of Organizational Citizenship Behaviour | 24 |
| Table 3.1 | Table for Deciding Sample Size of a Known Population | 49 |
| Table 3.2 | Population and Sample of this Study | 50 |
| Table 3.3 | The Summary of Questionnaire | 51 |
| Table 3.4 | Measurement Scales | 52 |
| Table 3.5 | The Sources of the Measurement of the Construct | 53 |
| Table 3.6 | Measurement Construct of SO-OCB | 53 |
| Table 3.7 | Measurement Construct of Empowering Leadership | 54 |
| Table 3.8 | Measurement Construct of Job Satisfaction | 55 |
| Table 3.9 | Measurement Construct of Service Climate | 55 |
| Table 3.10 | Measurement Construct of Employee Commitment | 56 |
| Table 3.11 | Internal Consistency Measurement | 60 |
| Table 3.12 | Reliability Test of Results | 61 |
| Table 3.13 | Pearson Correlation Coefficient Scale | 62 |
| Table 4.1 | Response Rate | 65 |
| Table 4.2 | Gender of Respondents | 69 |
| Table 4.3 | Age Groups of Respondents | 70 |
| Table 4.4 | Ethnic Groups of Respondents | 70 |
| Table 4.5 | Religion of Respondents | 71 |
| Table 4.6 | Marital Status of Respondents | 72 |
| Table 4.7 | Highest Education Level of Respondents | 72 |
| Table 4.8 | Service Duration of Respondents | 73 |
| Table 4.9 | Monthly Income of Respondents | 74 |
| Table 4.10 | Results of Factor Analysis of Empowering Leadership | 77 |
| Table 4.11 | Results of Factor Analysis of Job Satisfaction | 78 |
| Table 4.12 | Results of Factor Analysis of Service Climate | 79 |
| Table 4.13 | Results of Factor Analysis of Employee Commitment | 80 |
| Table 4.14 | Results of Factor Analysis of SO-OCB | 81 |
| Table 4.15 | Reliability Coefficients for the Variables in the Study | 82 |
| Table 4.16 | Mean and Standard Deviation of Variables | 83 |

| | | |
|------------|--|----|
| Table 4.17 | Mean and Standard Deviation of Empowering Leadership | 84 |
| Table 4.18 | Mean and Standard Deviation of Job Satisfaction | 85 |
| Table 4.19 | Mean and Standard Deviation of Service Climate | 86 |
| Table 4.20 | Mean and Standard Deviation of Employee Commitment | 87 |
| Table 4.21 | Mean and Standard Deviation of SO-OCB | 88 |
| Table 4.22 | Correlation between Empowering Leadership and SO-OCB | 90 |
| Table 4.23 | Correlation between Job Satisfaction and SO-OCB | 91 |
| Table 4.24 | Correlation between Service Climate and SO-OCB | 92 |
| Table 4.25 | Correlation between Employee Commitment and SO-OCBs | 93 |
| Table 4.26 | Regression Analysis Model Summary | 94 |
| Table 4.27 | Regression Analysis on Coefficient | 95 |



LIST OF FIGURES

| Figures | Title of Figures | Page |
|----------------|--|-------------|
| Figure 2.1 | Theoretical Framework of the Study | 43 |
| Figure 3.1 | Procedure of Data Collection | 57 |
| Figure 4.1 | Normal Q-Q Plot of Empowering Leadership | 66 |
| Figure 4.2 | Normal Q-Q Plot of Job Satisfaction | 66 |
| Figure 4.3 | Normal Q-Q Plot of Service Climate | 67 |
| Figure 4.4 | Normal Q-Q Plot of Employee Commitment | 67 |
| Figure 4.5 | Normal Q-Q Plot of SO-OCB | 68 |



UUM
Universiti Utara Malaysia

LIST OF ABBREVIATIONS

SO-OCBs : Service-oriented Organizational Citizenship Behaviors

EL : Empowering Leadership

JS : Job Satisfaction

SC : Service Climate

EC : Employee Commitment

BNM : Bank Negara Malaysia



UUM
Universiti Utara Malaysia

LIST OF APPENDICES

| Title of Appendices | Page |
|---|------|
| Appendix 1: Research Questionnaire | 119 |
| Appendix 2: Reliability for Pilot Test | 123 |
| Appendix 3: Normality Test | 125 |
| Appendix 4: Reliability of Real Data | 128 |
| Appendix 5: Descriptive Statistic | 133 |
| Appendix 6: Descriptive (Mean and Standard Deviation for all variables) | 136 |
| Appendix 7: Correlation Analysis | 139 |
| Appendix 8: Regression Analysis | 141 |
| Appendix 9: Factor Analysis | 142 |



CHAPTER1

INTRODUCTION

1.0 CHAPTER INTRODUCTION

This study examines the factors influencing service-oriented organizational citizenship behaviours (SO-OCBs) among salesperson in the banking sector. These factors are empowering leadership, job satisfaction, service climate and employee commitment. This chapter consists of nine parts. These parts are Overview of the Malaysian Banking Industry, Background of the Study, Problem Statement, Research Questions, Research Objectives, Significance of Study, Scope of Study, Operational Definition of Key Terms, and Organization of Study.

1.1 OVERVIEW OF THE MALAYSIAN BANKING INDUSTRY

In Malaysia, commercial banks are the major players in the banking system. They are the largest and most important suppliers of funds in the banking system. Commercial banks were initially placed under supervision of the Bank Negara Malaysia (BNM) in 1959. Prior to the inception of BNM, commercial banks had to comply with the Companies Ordinance 1948. In 1973, the Banking Act (1973) was formed. However, in 1989, this act was being replaced in by the Banking and Financial Institutions Act 1989 (BAFIA), which combines the Banking Act 1973 and Finance Companies Act 1969 in a single law (BNM, 1999).

REFERENCES

- Ahearne, M., Mathieu, J., & Rapp, A. (2005), "To empower or not to empower your sales force? An empirical examination of the influence of leadership empowerment behaviour on customer satisfaction and performance". *Journal of Applied Psychology*, 90(5), 945–955.
- Arnold, J.A., Arad, S., Rhoades, J.A. & Drasgow, F. (2000), "The empowering leadership questionnaire: The construction and validation of a new scale for measuring leader behaviours". *Journal of Organizational Behaviour*, Vol. 21 No. 3, pp. 249-69.
- Auh, S., Menguc, B., & Jung, Y. (2014), "Unpacking the relationship between empowering Leadership and service-oriented citizenship behaviours: A multilevel approach". *Journal of the Academy of Marketing Science*, 42, 558-579.
- Babbie, R. (2005). *The Basics of Social Research*: Cengage Learning
- Bandura, R. P., & Lyons, P. R. (2012), "Helping managers stimulate employee voluntary, helpful behaviour". *Industrial and Commercial Training*, 44(2), 94-102.
- Bank Negara Malaysia (2005), *Press Release*. Retrieved from http://www.bnm.gov.my/index.php?ch=en_press&pg=en_press&ac=934&lang=en
- Bank Negara Malaysia (2007), *Annual Banking Statistics*. Retrieved from http://www.bnm.gov.my/index.php?ch=fs_mfs&pg=fs_mfs_bank
- Bank Negara Malaysia (2019), Retrieved from http://www.bnm.gov.my/index.php?ch=en_about&pg=en_intro&ac=641&lang=en
- Bass, B.M. & Avolio, B. (1994), *Improving organizational effectiveness through transformational leadership*. Sage Thousand Oaks. CA.

- Bateman, T.S., & Organ, D.W. (1983), "Job satisfaction and the good soldier: The relationship between affect and employee citizenship". *Academy of Management Journal*, 26, 597-595.
- Bedeian, A.G. (2007), "Even if the tower is 'ivory,' it isn't 'white:' understanding the consequences of faculty cynicism". *Academy of Management Learning and Education*, Vol. 6, pp. 9-32.
- Bettencourt, L.A., Gwinner, K.P. & Meuter, M.L. (2001), "A comparison of attitude, personality, and knowledge predictors of service-oriented organizational citizenship behaviours". *Journal of Applied Psychology*, 86 (1), 29-41.
- Bishop, J.W., Scott, K.D., & Burroughs, S.M. (2000), "Support, commitment, and employee outcomes in a team environment". *Journal of Management*, 26, 1113-1132.
- Bohrnstedt, G.W. (2010). Measurement models for survey research. *Handbook of survey research*, 2.
- Borman, W. C., & Motowidlo, S. J. (1993), "Expanding the criterion domain to include elements of con-textual performance". In N. Schmitt & W. C. Borman (Eds.), *Personnel selection in organizations* (pp. 71-98). San Francisco: Jossey-Bass.
- Bowen, D.E. & Schneider, B. (1985), "Boundary-spanning-role employees and the service encounter: Some guidelines for future management and research". In J. Czepiel, M.R. Solomon, & C.F. Surprenant (Eds.), *The Service Encounter* (pp. 127-147). New York: Lexington Books.
- Bowen, D.E. and Schneider, B. (2014), "A service climate synthesis and future research agenda". *Journal of Service Research*, Vol. 17 No. 1, pp. 5-22.
- Buitendach, J. H., & De Witte, H. (2005), "Job insecurity, extrinsic and intrinsic job satisfaction and affective organizational commitment of maintenance workers in a parastatal". *South Africa Journal of Business Management*, 36(2), 27-37.
- Chen, Y.J. (2007), "Relationships Among Service Orientation, Job Satisfaction, and Organizational Commitment in the International Tourist Hotel Industry". *Journal of American Academy of Business*, Cambridge, 11, 2, 71 – 82.

- Chin H.H., Cho H.P., Chong Q.Y., Hee C.C., Leow T.S., & Sofiah K.K., (2014), "Organization citizenship behaviour among private healthcare practitioners in Malaysia". *International Journal of Education and Research*, Vol.1 No. 6, pp. 1-8.
- Chiu, S.F., Lin, S.T., & Han, T.S. (2015), "Employment status and employee service-oriented organizational citizenship behaviour". *Career Development International*, 20(2), 133-146.
- Chou, S.Y., & Lopez-Rodriguez,E. (2013), "An empirical examination of service-oriented organizational citizenship behaviour". *Managing Service Quality*, Vol. 23 (6), pp:474-494.
- Chou, S.Y., & Pearson, J.M. (2012), "Organizational citizenship behaviour in IT professionals: an expectancy theory approach". *Management Research Review*, 35(12), 1170-1186.
- Chuang, C. and Liao, H. (2010), "Strategic human resource management in service context: taking care of business by taking care of employees and customers". *Personnel Psychology*, Vol. 63No. 1, pp. 153-196.
- Coakes, S.J., & L.G. Steed, (2007). *SPSS Analysis without Anguish: Version 14.0 for Windows*. Milton, Queensland: John Wiley & Sons Australia Ltd.
- Colwell, S., Hogarth-Scott, S., Jiang, D. & Joshi, A. (2009), "Effect of organizational and service person orientation on customer loyalty". *Management Decision*, 47(10), 1489-1513.
- Day, G.S. (1994), "The capabilities of market-driven organizations". *Journal of Marketing*, Vol. 58 No. 4, p. 37.
- De Jong, A., de Ruyter, K. & Lemmink, J. (2004), "Antecedents and consequences of the service climate in boundary-spanning self-managing service teams". *Journal of Marketing*, Vol. 68 No. 2, pp. 18-35.
- Dimitriadis, Z.S. (2007), "The influence of service climate and job involvement on customer-oriented organizational citizenship behaviour in Greek service organizations: a survey". *Employee Relations*, Vol. 29 No. 5, pp. 469-491.

- Dordevic B. (2004), "Employee Commitment in Times of Radical Organizational Changes". *Economics and Organization*, 2, 2, 111-117.
- Eatough, E.M., Chang, C., Miloslavic, S.A. and Johnson, R.E. (2011), "Relationships of role stressors with organizational citizenship behaviour: a meta-analysis". *Journal of Applied Psychology*. Vol. 96 (3), pp. 619-32.
- Ellinger, A.E., Musgrove, C.C.F., Ellinger, A.D., Bachrach, D.G., Elmadag Bas, A.B., & Wang, Y.L. (2013), "Influences of organizational investments in social capital on service employee commitment and performance. *Journal of Business Research*, 66(8), 1124-1133.
- Gadermann, A., Guhn, M. & Zumbo, B. (2012), "Estimating Ordinal Reliability for Likert-Type and Ordinal Item Response Data: A Conceptual, Empirical, and Practical Guide". *Practical Assessment, Research & Evaluation*, 17, 1-13.
- Garg, K., Ahmad Dar, I. & Mishra, M. (2018), "Job Satisfaction and Work Engagement: A study using private sector bank managers". *Advances in Developing Human Resources*, 20(01), 58-71.
- Garg, S. & Dhar, R.L. (2015), "Effects of Leader-Member Exchange (LMX), affective commitment and psychological empowerment on hotel employees' extra-role customer service: a mediated moderation analysis". *International Journal of Hospitality and Tourism Administration*, 45(1), 239-252.
- George J.M (1991), "State or trait: Effect of positive mood on prosocial behaviours at work". *Journal of Applied Psychology*, 76, 299-307.
- Gronroos, C. (1984), "A service quality model and its marketing implications", *European Journal of Marketing*, Vol. 18 No. 4, pp. 36-44.
- Gruen, T.W., Summers, J.O. & Acito, F. (2000), "Relationship marketing activities, commitment, and membership behaviours in professional associations". *Journal of Marketing*, 64, 33-49.
- Hair, J.F., Black, W.C., Babin, B.J., & Anderson, R.E. (2010). *Multivariate Data Analysis* (7th ed.). New Jersey: Prentice Hall.

- Hair, J.F., Black, W.C., Babin, B.J., Anderson, R.E., & Tatham, R. (2006). *Multivariate Data Analysis (6th ed.)*. Uppersaddle River, N.J.: Pearson Prentice Hall.
- Hair, J.F., Bush, R.P., & Ortinau, D.J. (2009). *Marketing Research in a Digital Environment*.
- Hall, K. (1970), "An r-dimensional quadratic placement algorithm". *Management Science*, 17 (3), 219-229.
- Hall, R. J., & Lord, R. G. (1995), "Multi-level information processing explanations of followers' leadership perceptions". *Leadership Quarterly*, 6, 265-287.
- Hayes, L.J., O'Brien-Pallas, L., Duffield, C.H., Shamian, J., Buchan, J.M., Hughes, F., Lashinger, H. & North, N. (2012), "Nurse turnover: A literature review- An update". *International Journal of Nursing Studies*, 49(07): 887-905.
- He, Y., Li, W., & Keung Lai, K. (2011), "Service climate, employee commitment and customer satisfaction". *International Journal of Contemporary Hospitality Management*, 23(5), 592-607.
- Hirschfeld, R. R. (2000), "Validity studies: Does revising the intrinsic and extrinsic subscales of the Minnesota Satisfaction Questionnaire short form make a difference". *Educational and Psychological Measurement*, 60, 255-270.
- Hoffman, A.J., & Georg, S. (2012), "Introduction to Business and the Natural Environment – History of research on business and the natural environment: conversations from the field. *Business and the Natural Environment: Critical Perspectives on Business and Management*, 1-58.
- Hogan, J., Hogan, R., & Busch, C. M. (1984), "How to measure service orientation". *Journal of Applied Psychology*, 69, 167-173.
- Hong, Y., Liao, H., Hu, J., Jiang, K. (2013), "Missing link in the service profit chain: A meta analytic review of the antecedents, consequences, and moderators of service climate". *Journal Applied Psychology* 98 (2), 237.

- Hsieh, W.C., Vivian Chen, C.H., Lee, C.C. & Kao, R.H. (2012), "Work characteristics and police officers' performance: Exploring the moderating effect of social work characteristics collective efficacy in multilevel analysis". *Policing: An International Journal of Police Strategies & Management*, Vol. 35 No. 3, pp. 615-641.
- Hsu S.W., Lin L.L. & Chang, H.H. (2010), "Study of transformational leadership, service climate and service-oriented citizenship behaviour of cabin attendants in the international airline". *Journal Human Resource Management*, 10(1): 53-77.
- Huang, H.M. (2006). *The Effect of Perceived Organizational Support and Service-oriented Organizational Citizenship Behaviours – A Case Study on Carrefour Taiwan*. Master Degree Thesis, Graduate Institute of Management Science, Aletheia University.
- Jain, A.K., (2015), "Volunteerism and organizational culture: Relationship to organizational commitment and citizenship behaviours in India". *Cross Cultural Management*, 22(1), 114-116.
- Kim, K. & Frazier, G.L. (1997), "On distributor commitment in industrial channels of distribution: a multi component approach". *Psychology and Marketing*, 14(8), 847-877.
- Kinicki, A.J., McKee-Ryan, R.M., Schriesheim, C.A. & Carson, K.P. (2002), "Assessing the construct validity of the job descriptive index: a review and meta-analysis". *Journal of Applied Psychology*, 87, 14-32.
- Kirkman, B.L. & Rosen, B. (1999), "Beyond self-management: antecedents and consequences of team empowerment". *Academy of Management Journal*, Vol. 42, pp. 58-74.
- Koys, D.J., (2001), "The effects of employee satisfaction, organizational citizenship behaviour: and turnover on organizational effectiveness: a unit-level longitudinal study". *Personnel Psychology* 54, 101-114
- Krejcie, R.V. & D.W. Morgan (1970), "Determining sample size for research activities". *Education and Psychological Measurement* 30, 607-610.

- Liao, H. & Chuang, A. (2004), "A multilevel investigation of factors influencing employee service performance and customer outcomes". *Academy of Management Journal*, 47(1), 41-58.
- Locke, E.A. (1976), "The nature and causes of job satisfaction", in Dunnette, M.D. (Ed.), *Handbook of Industrial and Organizational Psychology*, Rand McNally, Chicago, IL, pp. 1297-349.
- Mathieu, J. E. & Zajac, D. M. (1990), "A review and meta-analysis of antecedents, correlates, and consequences of organizational commitment". *Psychological Bulletin*, 108, 71-194.
- Mechinda, P., & Patterson, P. G. (2011), "The impact of service climate and service provider personality on employees' customer-oriented behaviour in a high-contact setting". *Journal of Services Marketing*, 25(2), 101-113.
- Meyer, J.P. (1997), "Organizational commitment", in Cooper, C.L and Robertson. I.T. (Eds), *International Review of Industrial and Organizational Psychology*, 7(1), 175-228.
- Meyer, J.P. & Allen, N.J. (1991), "A three components conceptualization of organizational commitment". *Human Resource Management Review*, 1, 61-89.
- Meyer, J.P. & Allen, N.J. (1997). *Commitment in the workplace, theory, research and application*. California: Sage.
- Meyer, J.P., Becker, T.E., & Vandenberghe, C. (2004), "Employee commitment and motivation: A conceptual analysis and integrative model". *Journal of Applied Psychology*, 89(6), 991-1007.
- Meyer, J. P., & Herscovitch, L. (2001), "Commitment in the workplace: Toward a general model". *Human Resource Management Review*, 11, 299-326.
- McCaul, H.S., Hinsz, V.B. & McCaul, K.D. (1995), "Assessing organizational commitment: An employee's global attitude towards the organization", *Journal of Applied Behavioural Science*, Vol. 31 No. 1, pp. 80-90.

- Mohsan, F., Nawaz, M.M., Khan, M.S., Shaukat, Z., Aslam, N. (2011), "Impact of Customer Satisfaction on Customer Loyalty and Intentions to Switch: Evidence from Banking Sector of Pakistan". *International Journal of Business and Social Science Vol. 2 No. 16*.
- Morhart, F.M., Herzog, W. and Tomczak, T. (2009), "Brand-specific leadership: turning employees into brand champions", *Journal of Marketing*, Vol. 73 No. 5, pp. 122-42.
- Mowday, R., Porter, L.W., Steers, R.M., (1979), "The measure of organizational commitment", *Journal Vocational Behaviour*, Vol. 14, pp. 224-247.
- Netemeyer, R.G., Boles, J.S., McKee, D.D., & McMurrian, R. (1997), "An investigation into the antecedents of organizational citizenship behaviours in a personal selling context". *Journal of Marketing*, 61, 85-98.
- Organ, D.W. (1988), "A restatement of the satisfaction-performance hypothesis". *Journal of Management*, Vol. 14 No. 4, pp. 547-557.
- Organ, D. W. (1988), *Organizational citizenship behaviour, the good soldier syndrome*. Lexington, MA, Lexington Books.
- Pallant, J. (2005). *SPSS survival manual*, (2nd ed), Open University Press, UK.
- Parasuraman A, Zeithaml V.A. & Berry L.L (1988), "SERVQUAL: A multiple-item scale for measuring consumer perceptions of service quality". *Journal of Retailing*, 64(1), 12-40.
- Payne, S.C. and Webber, S.S. (2006), "Effects of service provider attitudes and employment status on citizenship behaviours and customers' attitudes and loyalty behaviour". *Journal of Applied Psychology*, Vol. 91 No. 2, pp. 365-378.
- Podsakoff, N.P., Podsakoff, P.M., MacKenzie, S.B., Maynes, T.D., Spoelma, T.M., (2014), "Consequences of unit-level organizational citizenship behaviours: A review and recommendations for future research". *Journal Organizational Behaviours* 35 (S1), S87-S119.
- Podsakoff, P.M., MacKenzie, S.B., Moorman, R.H., & Fetter, R. (1990), "Transformational leader behaviours and their effects on followers' trust in

leader, satisfaction, and organizational citizenship behaviours". *Leadership Quarterly*, 1: 107–142.

Podsakoff, P.M., MacKenzie, S. B., Paine, J. B. & Bachrach, D. G. (2000), "Organizational citizenship behaviours: A critical review of the theoretical and empirical literature and suggestions for future research". *Journal of Management*, 26(3), 513-563.

Polit, D., & Hungler, B. (1997), *Essentials of nursing research*, 4th ed. Philadelphia, Lippincot.

Rahi, S. (2017), "Research Design and Methods: A Systematic Review of Research Paradigms, Sampling Issues and Instruments Development". *International Journal Economic Management Science*, 6(403), 2.

Rapp, A., Ahearne, M., Mathieu, J., & Schilleweart, N. (2006), "The impact of knowledge and empowerment on working smart and working hard: the moderating role of experience". *International Journal of Research in Marketing*, 23, 279–293.

Rogers, J.D., Clow, K.E. & Kash, T.J. (1994), "Increasing job satisfaction of service personnel". *Journal of Service Management*, 8(1), 14-26.

Salancik, G.R. & Pfeffer, J. (1978), "A social information processing approach to job attitudes and task design". *Administrative Science Quarterly*, Vol. 23 No. 2, pp. 224-253.

Schaubroeck, J.M., Lam, S.S., & Peng, A.C. (2016), "Can peers' ethical and transformational leadership improves coworkers' service quality? A latent growth analysis". *Organizational Behaviour and Human Decision Processes*, 133, 45-58.

Schneider, B. (1990), "The climate for service: An application of the climate construct". In B. Schneider (Ed.), *Organizational climate and culture* (pp. 383-412). San Francisco: Jossey-Bass.

Schneider, B., & Bowen, D.E. (1993), "The service organization: Human resources management is crucial". *Organizational Dynamics*, 21, 39-52.

- Schneider, B., Bowen, D.E., Ehrhart, M.G., Holcombe, K.M., (2000), "The climate for service: Evolution of a construct. In: Ashkanasy, N.M., Wilderom, C.P.M., Peterson, M.F. (Eds.), *Handbook of Organizational Culture and Climate*. Sage, Thousand Oaks, CA, pp. 21–36.
- Schneider, B., Ehrhart, M.G., Mayer, D.M., Saltz, J.L., Niles-Jolly, K., (2005), "Understanding organization-customer links in service settings". *Academic Management Journal* 48 (6), 1017–1032.
- Schneider, B., Salvaggio, A. N., & Subirats, M. (2002), "Climate strength: A new direction for climate research". *Journal of Applied Psychology*, 87, 220 –229.
- Schneider, B., White, S.S., & Paul, M.C. (1998), "Linking service climate and customer perceptions of service quality: Tests of a causal model". *Journal of Applied Psychology*, 83, 150-163.
- Scholl, R.W. (1981), "Differentiating organizational commitment from expectancy as a motivating force". *Academy of Management Review* 6(4). 589-599.
- Sekaran, U. (2000). *Research Methods for Business: A Skill Business Approach*. John Wiley & Sons, New York.
- Sekaran, U. (2003). *Research methods for business* (4th ed.). Hoboken, NJ: John Wiley & Sons.
- Sekaran, U., & Bougie, R. (2010). *Research Method for Business, A Skill Building Approach*. John Wiley & Sons Inc.
- Sekaran, U., & Bougie, R. (2016). *Research Methods for Business: A Skill-Building Approach* (7th ed.). Haddington: John Wiley & Sons
- Shainesh, G. and Sharma, T. (2003), "Linkages between service climate and service quality: A study of banks in India". *IIMB Management Review*, September, pp. 74-81.
- Sharma, J.P., Bajpai, N., & Holani, U. (2010), "Organizational Citizenship Behaviour in Public and Private Sector and Its Impact on Job Satisfaction: A

Comparative Study in Indian Perspective". *International Journal of Business and Management*, 6(1), 67-75.

Sichtmann, C., Selasinsky, M.V., & Diamantopoulos, A. (2011), "Service Quality and Export Performance of Business-to-Business Service Providers: The Role of Service Employee- and Customer-Oriented Quality Control Initiatives". *Journal of International Marketing*, 19(1), 1-22.

Smith, C., Organ, D. & Near, J. (1983), "Organizational citizenship behaviour: its nature and antecedents", *Journal of Applied Psychology*, Vol. 68 No. 4, pp. 653-663.

Smyth, R. (2004). "Exploring the usefulness of a conceptual framework as a research tool: A researcher's reflections". 14. 167-180.

Spector, P.E. (1997), "Job satisfaction: Application, assessment, causes, and consequences". *Personnel Psychology*, 51 (2) (1997), pp. 513-516.

Srivastava, A. & Bartol, K.M. (2006), "Empowering leadership in management teams: effects on knowledge sharing, efficacy, and performance". *Academy of Management Journal*, Vol. 49 No. 6, pp. 1239-51.

Steers, R.M. (1977), "Antecedents and outcomes of organizational commitment". *Administrative Science Quarterly*, 22, 46-56.

Tang, T.W. & Tang, Y.Y. (2012), "Promoting service-oriented organizational citizenship behaviours in hotels: the role of high-performance human resource practices and organizational social climates". *International Journal of Hospitality Management*, Vol. 31 No. 3, pp. 885-895.

Tsai, C.T., Su, C.S., (2011), "Leadership, job satisfaction and service-oriented organizational citizenship behaviours in flight attendants". *African Journal of Business Management*, Vol. 5, pp.1915-1926.

Van Dijk, D., & Kluger, A.N. (2011), "Task type as a moderator of positive/negative feedback effects on motivation and performance: A regulatory focus perspective". *Journal of Organizational Behaviour*, 32, 1084-1105.

- Van Dyne, L., Graham, J. W., & Dienesch, R. M. (1994), "Organizational citizenship behaviour: Construct redefinition, measurement, and validation". *Academy of Management Journal*, 37, 765-802.v
- Verhoef, P.C., Franses, P.H. & Hoekstra, J.C (2000), "The effect of relational constructs on customer referrals and number of services purchased from a multiservice provider: does age of relationship matter?". *Journal of the Academy of Marketing Science*, 30(3), 202-216.
- Voon, B.-H., Hamali, J. and Tangkau, J. (2009), "Linking service climate to organisational performance: evidence from Sarawak". *International Journal Business and Society*, Vol. 10 No. 1, pp. 18-26.
- Wang, M., Liao, H., Zhan, Y., & Shi, J (2011), "Daily customer mistreatment and employee sabotage against customers: Examining emotion and resource perspectives". *Academy of Management Journal*, 54, 312-334.
- Weiss, D.J., Dawis, R.V., England, G.W., & Lofquist, L.H. (1967). *Manual for the Minnesota Satisfaction Questionnaire*. Minneapolis: University of Minnesota.
- Weng L.C., Lai Y.Z. & Li Y.J. (2010), "Too much of a good thing: The curvilinear relationship between leader-member relationship and service-oriented organizational citizenship behaviour". *Journal of Human Resource Management*, 10(1): 29-52.
- Yang, J.T. (2010), "Antecedents and consequences of job satisfaction in the hotel industry", *International Journal of Hospitality Management*, Vol. 29, pp. 609-619.
- Zablah, A. R., Franke, G. R., Brown, T. J., & Bartholomew, D. E. (2012), "How and when does customer orientation influence frontline employee Job outcomes? A meta-analytic evaluation". *Journal of Marketing*, 76(May), 21-40.
- Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2010). *Business research methods* (8th ed.). Mason, HO: Cengage Learning.

APPENDIX 1
QUESTIONNAIRE



Questionnaire

**Factors influencing Service-Oriented Organizational Citizenship Behaviours (SO-OCB)
among Salesperson in Commercial Banking at Klang Valley**

Dear Respondent,

I am a student of Master of Science (Management) in Universiti Utara Malaysia. The questionnaire contains 2 Sections: Section A and Section B. The purpose of this questionnaire is to identify the factors that affect Service-Oriented Organizational Citizenship Behaviours. All the information provided is CONFIDENTIAL and used for academic purpose only. Thank you for your time and cooperation in completing this research.

Researcher's Name: Koay Huey Sian (823208)

Master of Science (Management)

Universiti Utara Malaysia (UUM)

Email: koay_huey_sian@oyagsb.uum.edu.my

Section A: Demographical Background of the Respondent

This section is to obtain information of the respondent background. Please tick (/) in the appropriate selection.

1. Gender:

☐ Male ☐ Female

2. Age: (Please state)

_____ years old

3. Ethnic Group

☐ Malay ☐ Chinese ☐ Indian ☐ Others: _____ (Please state)

4. Religion

☐ Muslim ☐ Buddhism ☒ Christianity ☐ Hinduism
☐ Others: _____ (Please state)

5. Marital Status:

☐ Single ☐ Married ☒ Divorced ☐ Others: _____ (Please state)

6. Highest Educational Level:

☐ SPM ☐ STPM ☐ Diploma ☐ Degree ☒ Master
☐ PhD ☐ Others: _____ (Please state)

7. Length of Service in this company:

Please state: _____ years

8. Monthly Income:

RM _____ Monthly

Section B: Please indicate your response to the following statement, according to the scale below.

| 1 | 2 | 3 | 4 | 5 | 6 |
|--------------------|--|----------|-------|----------------|-----------------|
| Extremely Disagree | Strongly Disagree | Disagree | Agree | Strongly Agree | Extremely Agree |
| Questions | | | | | |
| 1 | I will tell outsiders that this company is a good place to work. | | | | 1 2 3 4 5 6 |
| 2 | I will say good things about this company to others. | | | | 1 2 3 4 5 6 |
| 3 | I will generate favourable goodwill for the company. | | | | 1 2 3 4 5 6 |
| 4 | I will encourage friends to use this company's products and services. | | | | 1 2 3 4 5 6 |
| 5 | I will actively promote this company's products and services. | | | | 1 2 3 4 5 6 |
| 6 | I will follow customer service guidelines with extreme care. | | | | 1 2 3 4 5 6 |
| 7 | I will follow up in a timely manner to customer requests and problems. | | | | 1 2 3 4 5 6 |
| 8 | I will perform my duties with only a few mistakes. | | | | 1 2 3 4 5 6 |

| | | | | | | | |
|----|---|---|---|---|---|---|---|
| 9 | I will always have a positive attitude towards my work. | 1 | 2 | 3 | 4 | 5 | 6 |
| 10 | I will be exceptionally courteous and respectful to customers, regardless of circumstances. | 1 | 2 | 3 | 4 | 5 | 6 |
| 11 | I will encourage co-workers to contribute ideas and suggestions for service improvement. | 1 | 2 | 3 | 4 | 5 | 6 |
| 12 | I will contribute many ideas for customer promotions and communications. | 1 | 2 | 3 | 4 | 5 | 6 |
| 13 | I will make constructive suggestions for service improvement. | 1 | 2 | 3 | 4 | 5 | 6 |
| 14 | I will frequently present to others creative solutions to customer problems. | 1 | 2 | 3 | 4 | 5 | 6 |
| 15 | The management of this organization provides many opportunities for employees to express their opinions. | 1 | 2 | 3 | 4 | 5 | 6 |
| 16 | The management of this organization often consults us on strategic decisions. | 1 | 2 | 3 | 4 | 5 | 6 |
| 17 | The management of this organization will make many decisions together with us. | 1 | 2 | 3 | 4 | 5 | 6 |
| 18 | The management of this organization always shows confidence in our ability to do a good job. | 1 | 2 | 3 | 4 | 5 | 6 |
| 19 | The management of this organization believes that we can handle demanding tasks. | 1 | 2 | 3 | 4 | 5 | 6 |
| 20 | The management of this organization believes in our abilities to improve even when we make mistakes. | 1 | 2 | 3 | 4 | 5 | 6 |
| 21 | The management of this organization helps us understand our importance to the overall effectiveness of this dealer. | 1 | 2 | 3 | 4 | 5 | 6 |
| 22 | The management of this organization helps us understand how our job fits into the bigger picture. | 1 | 2 | 3 | 4 | 5 | 6 |
| 23 | The management of this organization helps us understand how our objectives and goals relate to the company's profit. | 1 | 2 | 3 | 4 | 5 | 6 |
| 24 | The management of this organization makes it more efficient for us to do our job by keeping rules and regulations simple. | 1 | 2 | 3 | 4 | 5 | 6 |
| 25 | I can keep myself busy all the time. | 1 | 2 | 3 | 4 | 5 | 6 |
| 26 | I have the chance to work alone on the job. | 1 | 2 | 3 | 4 | 5 | 6 |
| 27 | I have the chance to do different things from time to time. | 1 | 2 | 3 | 4 | 5 | 6 |
| 28 | I am satisfied with the way my boss handles his/her workers. | 1 | 2 | 3 | 4 | 5 | 6 |
| 29 | My supervisor is competence in making decisions. | 1 | 2 | 3 | 4 | 5 | 6 |

| | | | | | | | |
|----|--|---|---|---|---|---|---|
| 30 | I can do things that don't go against my conscience. | 1 | 2 | 3 | 4 | 5 | 6 |
| 31 | I have the chance to do things for other people. | 1 | 2 | 3 | 4 | 5 | 6 |
| 32 | I have the chance to tell people what to do. | 1 | 2 | 3 | 4 | 5 | 6 |
| 33 | I have the chance to do something that makes use of my abilities. | 1 | 2 | 3 | 4 | 5 | 6 |
| 34 | Company policies are being practiced in my organization. | 1 | 2 | 3 | 4 | 5 | 6 |
| 35 | I am satisfied with my pay and the amount of work I do. | 1 | 2 | 3 | 4 | 5 | 6 |
| 36 | I have many chances for advancement on this job. | 1 | 2 | 3 | 4 | 5 | 6 |
| 37 | I have the freedom to use my own judgment in doing my job. | 1 | 2 | 3 | 4 | 5 | 6 |
| 38 | I have a chance to try my own methods of doing the job. | 1 | 2 | 3 | 4 | 5 | 6 |
| 39 | I am satisfied with my working conditions. | 1 | 2 | 3 | 4 | 5 | 6 |
| 40 | My co-workers can get along with each other. | 1 | 2 | 3 | 4 | 5 | 6 |
| 41 | I get praise when I do a good job. | 1 | 2 | 3 | 4 | 5 | 6 |
| 42 | I have a feeling of accomplishment from the job. | 1 | 2 | 3 | 4 | 5 | 6 |
| 43 | This company is continually working to improve the quality of service we provide to our customers. | 1 | 2 | 3 | 4 | 5 | 6 |
| 44 | Employees in this company have specific ideas about how to improve the quality of service we provide to customers. | 1 | 2 | 3 | 4 | 5 | 6 |
| 45 | Employees in this company often make suggestions about how to improve the service quality of this company. | 1 | 2 | 3 | 4 | 5 | 6 |
| 46 | In this company, we put a lot of effort in attempting to satisfy customer expectations. | 1 | 2 | 3 | 4 | 5 | 6 |
| 47 | No matter how we feel, we always put ourselves out for every customer we serve. | 1 | 2 | 3 | 4 | 5 | 6 |
| 48 | Within this company, employees often go out of their way to help customers. | 1 | 2 | 3 | 4 | 5 | 6 |
| 49 | This company is continually working to improve the quality of service we provide to our customers. | 1 | 2 | 3 | 4 | 5 | 6 |
| 50 | I feel my future is closely linked to this company. | 1 | 2 | 3 | 4 | 5 | 6 |
| 51 | I feel very committed to this company. | 1 | 2 | 3 | 4 | 5 | 6 |
| 52 | I have similar values with those of this company. | 1 | 2 | 3 | 4 | 5 | 6 |
| 53 | I am proud to tell others I am a part of this company. | 1 | 2 | 3 | 4 | 5 | 6 |
| 54 | I really care about the fate of this company. | 1 | 2 | 3 | 4 | 5 | 6 |

APPENDIX2

RELIABILITY FOR PILOT TEST

a) Service-Oriented Organizational Citizenship Behaviours

| Case Processing Summary | | | | Reliability Statistics | |
|-------------------------|-----------------------|----|-------|------------------------|------------|
| | | N | % | Cronbach's Alpha | N of Items |
| Cases | Valid | 30 | 100.0 | .886 | 14 |
| | Excluded ^a | 0 | .0 | | |
| | Total | 30 | 100.0 | | |

a. Listwise deletion based on all variables in the procedure.

b) Empowering Leadership

| Case Processing Summary | | | | Reliability Statistics | |
|-------------------------|-----------------------|----|-------|------------------------|------------|
| | | N | % | Cronbach's Alpha | N of Items |
| Cases | Valid | 30 | 100.0 | .807 | 10 |
| | Excluded ^a | 0 | .0 | | |
| | Total | 30 | 100.0 | | |

a. Listwise deletion based on all variables in the procedure.

c) Job Satisfaction

| Case Processing Summary | | | | Reliability Statistics | |
|-------------------------|-----------------------|----|-------|------------------------|------------|
| | | N | % | Cronbach's Alpha | N of Items |
| Cases | Valid | 30 | 100.0 | .878 | 18 |
| | Excluded ^a | 0 | .0 | | |
| | Total | 30 | 100.0 | | |

a. Listwise deletion based on all variables in the procedure.

d) Service Climate

Case Processing Summary

| | | N | % |
|-------|-----------------------|----|-------|
| Cases | Valid | 30 | 100.0 |
| | Excluded ^a | 0 | .0 |
| | Total | 30 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

| | |
|------------|------------|
| Cronbach's | |
| Alpha | N of Items |
| .796 | 7 |

e) Employee Commitment

Case Processing Summary

| | | N | % |
|-------|-----------------------|----|-------|
| Cases | Valid | 30 | 100.0 |
| | Excluded ^a | 0 | .0 |
| | Total | 30 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

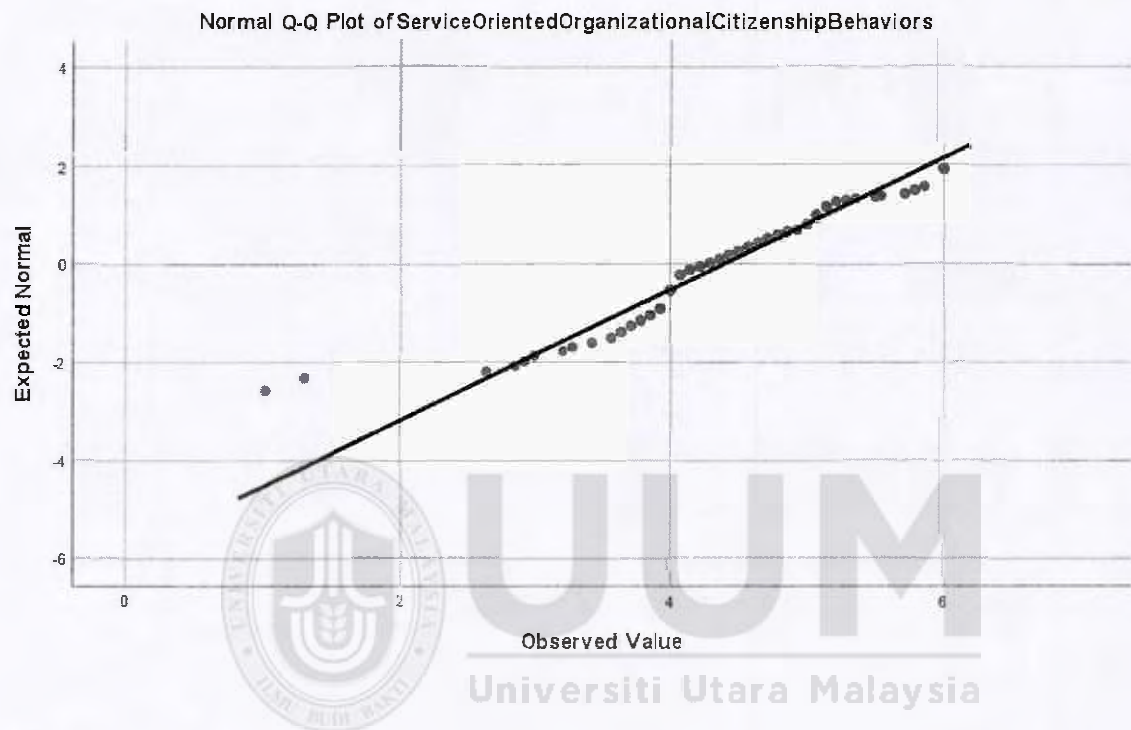
Reliability Statistics

| | |
|------------|------------|
| Cronbach's | |
| Alpha | N of Items |
| .791 | 5 |

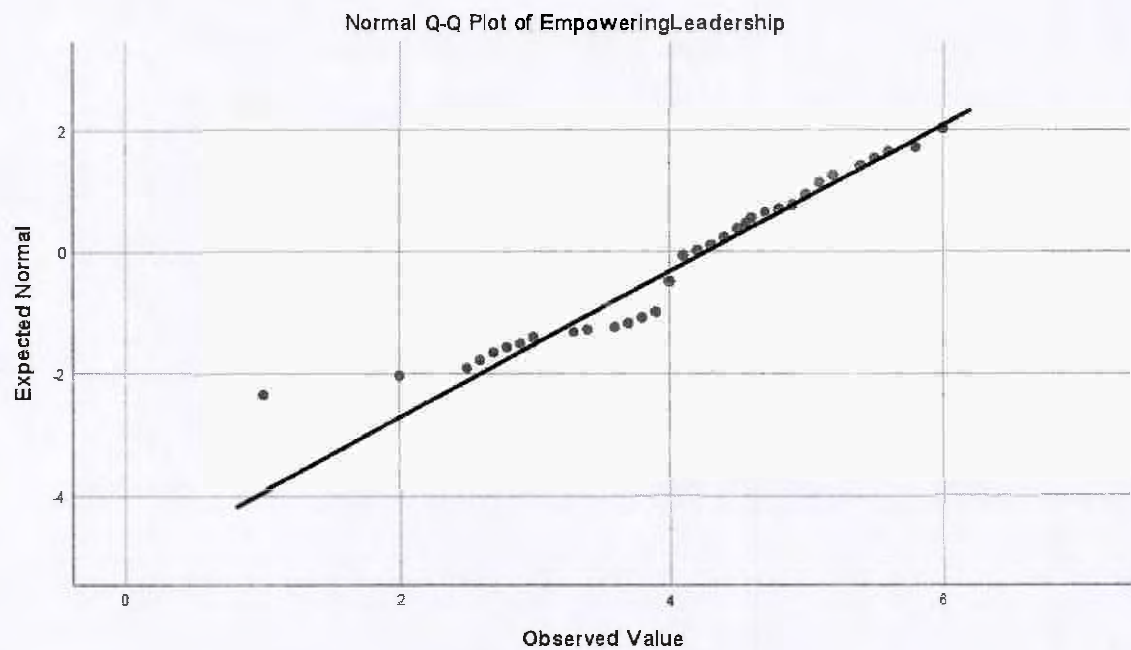
APPENDIX3

NORMALITY TEST

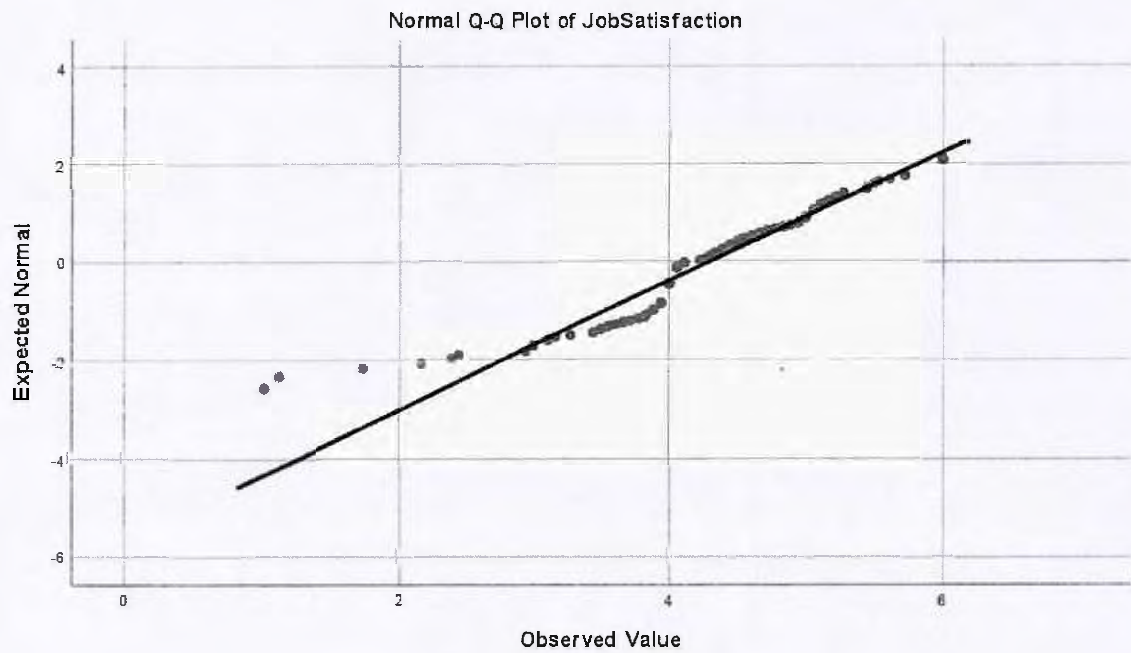
a) Service-Oriented Organizational Citizenship Behaviours



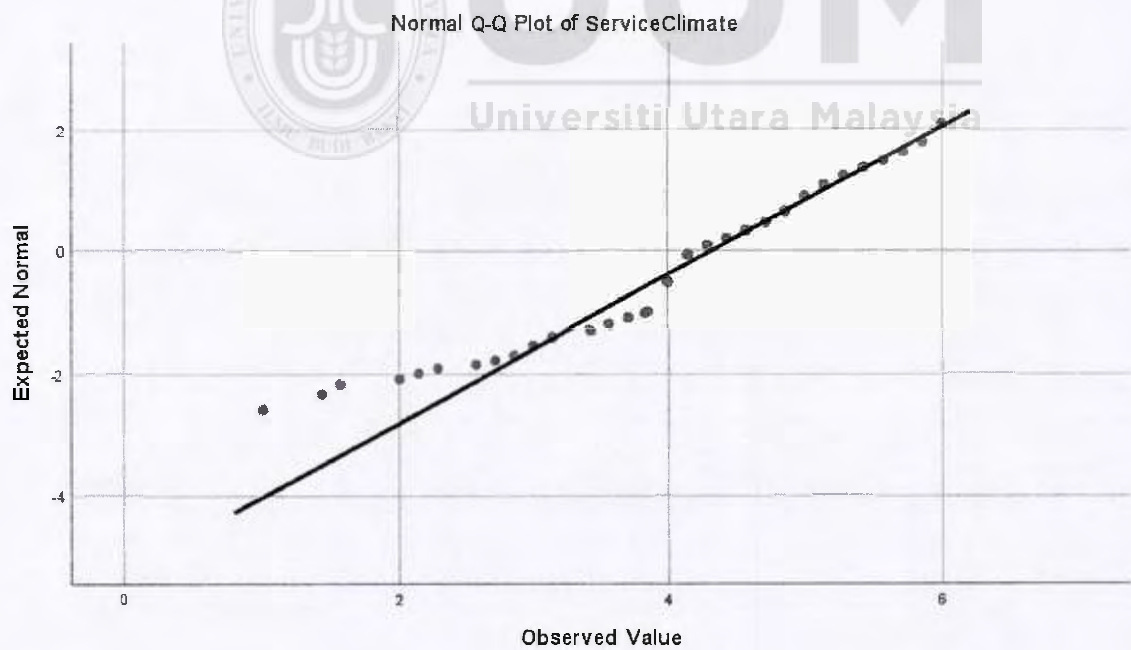
b) Empowering Leadership



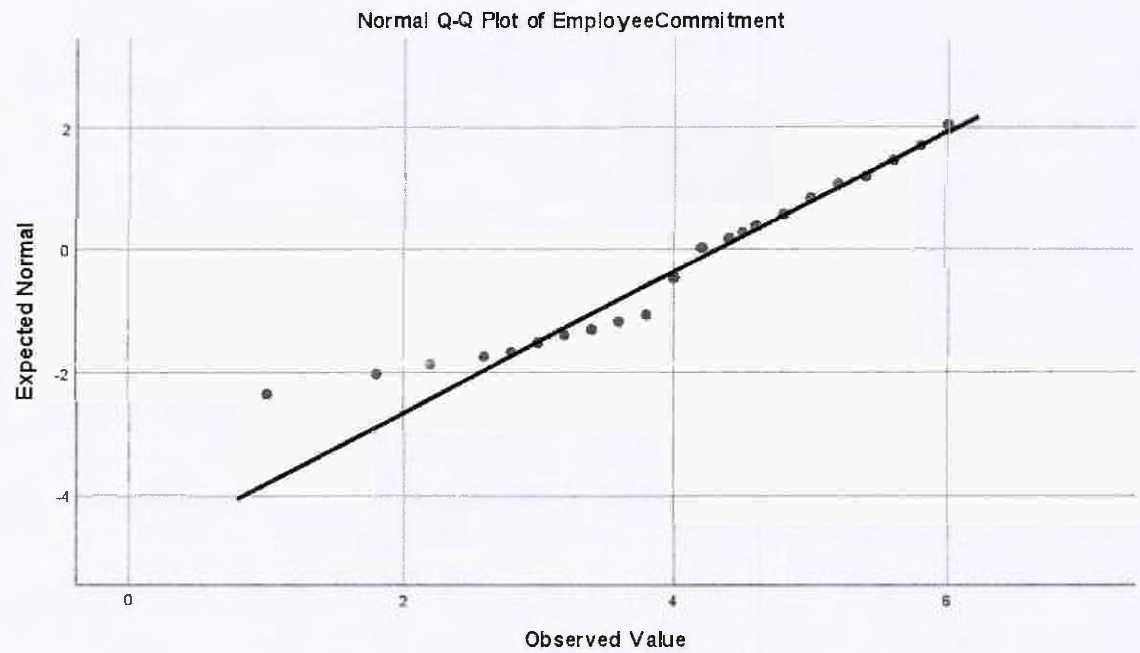
c) Job Satisfaction



d) Service Climate



e) Employee Commitment



APPENDIX4

RELIABILITY FOR REAL DATA

a) Service-Oriented Organizational Citizenship Behaviours

Case Processing Summary

| | | N | % |
|-------|-----------------------|-----|-------|
| Cases | Valid | 211 | 100.0 |
| | Excluded ^a | 0 | .0 |
| | Total | 211 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

| Cronbach's | |
|------------|------------|
| Alpha | N of Items |
| .954 | 14 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Squared Multiple Correlation | Cronbach's Alpha if Item Deleted |
|---------|----------------------------|--------------------------------|----------------------------------|------------------------------|----------------------------------|
| SOOCB1 | 57.2607 | 93.565 | .779 | .773 | .950 |
| SOOCB2 | 57.1896 | 94.373 | .772 | .824 | .950 |
| SOOCB3 | 57.0995 | 96.347 | .733 | .717 | .951 |
| SOOCB4 | 57.1659 | 94.329 | .801 | .738 | .950 |
| SOOCB5 | 57.1469 | 94.812 | .808 | .745 | .949 |
| SOOCB6 | 57.1754 | 96.774 | .754 | .685 | .951 |
| SOOCB7 | 57.1185 | 96.905 | .755 | .672 | .951 |
| SOOCB8 | 57.1706 | 97.476 | .626 | .455 | .954 |
| SOOCB9 | 57.0047 | 95.576 | .749 | .690 | .951 |
| SOOCB10 | 57.0758 | 97.251 | .706 | .650 | .952 |
| SOOCB11 | 57.1137 | 95.025 | .817 | .722 | .949 |
| SOOCB12 | 57.1232 | 95.232 | .772 | .678 | .950 |
| SOOCB13 | 57.1754 | 95.821 | .748 | .678 | .951 |
| SOOCB14 | 57.1422 | 95.323 | .747 | .662 | .951 |

b) Empowering Leadership

Case Processing Summary

| | | N | % |
|-------|-----------------------|-----|-------|
| Cases | Valid | 211 | 100.0 |
| | Excluded ^a | 0 | .0 |
| | Total | 211 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .955 | 10 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Squared Multiple Correlation | Cronbach's Alpha if Item Deleted |
|------|----------------------------|--------------------------------|----------------------------------|------------------------------|----------------------------------|
| EL1 | 38.4171 | 55.540 | .828 | .697 | .949 |
| EL2 | 38.4076 | 56.385 | .832 | .738 | .949 |
| EL3 | 38.4739 | 55.974 | .773 | .705 | .951 |
| EL4 | 38.4692 | 56.079 | .848 | .757 | .948 |
| EL5 | 38.4360 | 57.533 | .734 | .612 | .953 |
| EL6 | 38.3791 | 55.494 | .823 | .698 | .949 |
| EL7 | 38.3791 | 56.437 | .817 | .696 | .949 |
| EL8 | 38.3602 | 57.413 | .797 | .702 | .950 |
| EL9 | 38.3602 | 57.079 | .783 | .669 | .951 |
| EL10 | 38.3744 | 56.131 | .798 | .664 | .950 |

c) Job Satisfaction

Case Processing Summary

| | | N | % |
|-------|-----------------------|-----|-------|
| Cases | Valid | 211 | 100.0 |
| | Excluded ^a | 0 | .0 |
| | Total | 211 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

| Cronbach's | |
|------------|------------|
| Alpha | N of Items |
| .960 | 18 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item- Total Correlation | Squared Multiple Correlation | Cronbach's Alpha if Item Deleted |
|------|-------------------------------|-----------------------------------|--------------------------------------|------------------------------------|--|
| JS1 | 73.0664 | 171.262 | .688 | .624 | .959 |
| JS2 | 73.1185 | 171.895 | .641 | .626 | .960 |
| JS3 | 73.1422 | 168.180 | .771 | .732 | .958 |
| JS4 | 73.2038 | 168.268 | .764 | .681 | .958 |
| JS5 | 73.1801 | 170.529 | .681 | .658 | .959 |
| JS6 | 73.1280 | 168.255 | .742 | .679 | .958 |
| JS7 | 73.1090 | 170.593 | .746 | .680 | .958 |
| JS8 | 73.1232 | 168.309 | .801 | .747 | .957 |
| JS9 | 73.0190 | 169.990 | .751 | .661 | .958 |
| JS10 | 73.0237 | 168.547 | .769 | .651 | .958 |
| JS11 | 73.2227 | 169.022 | .674 | .578 | .959 |
| JS12 | 73.2322 | 167.493 | .734 | .703 | .958 |
| JS13 | 73.1754 | 168.545 | .735 | .762 | .958 |
| JS14 | 73.1754 | 169.050 | .746 | .731 | .958 |
| JS15 | 73.1659 | 167.434 | .802 | .739 | .957 |
| JS16 | 73.0806 | 169.332 | .755 | .690 | .958 |
| JS17 | 73.0995 | 166.766 | .778 | .709 | .957 |
| JS18 | 73.0664 | 167.024 | .783 | .682 | .957 |

d) Service Climate

Case Processing Summary

| | | N | % |
|-------|-----------------------|-----|-------|
| Cases | Valid | 211 | 100.0 |
| | Excluded ^a | 0 | .0 |
| | Total | 211 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .925 | 7 |

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Squared Multiple Correlation | Cronbach's Alpha if Item Deleted |
|-----|----------------------------|--------------------------------|----------------------------------|------------------------------|----------------------------------|
| SC1 | 25.8910 | 24.774 | .749 | .596 | .915 |
| SC2 | 25.9621 | 24.665 | .784 | .632 | .912 |
| SC3 | 25.9763 | 24.690 | .789 | .671 | .911 |
| SC4 | 25.8863 | 25.006 | .759 | .625 | .914 |
| SC5 | 25.8626 | 24.567 | .789 | .660 | .911 |
| SC6 | 25.9810 | 25.409 | .688 | .510 | .921 |
| SC7 | 25.9479 | 24.250 | .792 | .685 | .911 |

e) Employee Commitment

Case Processing Summary

| | | N | % |
|-------|-----------------------|-----|-------|
| Cases | Valid | 211 | 100.0 |
| | Excluded ^a | 0 | .0 |
| | Total | 211 | 100.0 |

Reliability Statistics

| | |
|------------|------------|
| Cronbach's | |
| Alpha | N of Items |
| .928 | 5 |

a. Listwise deletion based on all variables in the procedure.

Item-Total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Squared Multiple Correlation | Cronbach's Alpha if Item Deleted |
|---|----------------------------|--------------------------------|----------------------------------|------------------------------|----------------------------------|
| EC1 | 17.3365 | 12.396 | .811 | .708 | .912 |
| EC2 | 17.2654 | 12.739 | .828 | .713 | .909 |
| EC3 | 17.2891 | 12.359 | .832 | .708 | .907 |
| EC4 | 17.2701 | 12.122 | .803 | .650 | .913 |
| I really care about the fate of this company. | 17.2275 | 12.415 | .785 | .659 | .917 |

APPENDIX 5

DESCRIPTIVE STATISTIC

a) Gender

| | | GENDER | | | |
|-------|--------|-----------|---------|---------------|--------------------|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Male | 159 | 75.4 | 75.4 | 75.4 |
| | Female | 52 | 24.6 | 24.6 | 100.0 |
| | Total | 211 | 100.0 | 100.0 | |

b) Age

| | | AGE | | | |
|-------|--------------------|-----------|---------|---------------|--------------------|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Below 20 years old | 1 | .5 | .5 | .5 |
| | 21 to 25 years old | 35 | 16.6 | 16.6 | 17.1 |
| | 26 to 30 years old | 73 | 34.6 | 34.6 | 51.7 |
| | 31 to 35 years old | 63 | 29.9 | 29.9 | 81.5 |
| | 36 to 40 years old | 29 | 13.7 | 13.7 | 95.3 |
| | 41 to 45 years old | 6 | 2.8 | 2.8 | 98.1 |
| | 46 to 50 years old | 1 | .5 | .5 | 98.6 |
| | 51 to 55 years old | 2 | .9 | .9 | 99.5 |
| | Above 56 years old | 1 | .5 | .5 | 100.0 |
| | Total | 211 | 100.0 | 100.0 | |

c) Ethnic

| | | ETHNIC GROUP | | | |
|-------|---------|--------------|---------|---------------|--------------------|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | MALAY | 138 | 65.4 | 65.4 | 65.4 |
| | CHINESE | 62 | 29.4 | 29.4 | 94.8 |
| | INDIAN | 6 | 2.8 | 2.8 | 97.6 |
| | OTHERS | 5 | 2.4 | 2.4 | 100.0 |
| | Total | 211 | 100.0 | 100.0 | |

d) Religion

| | | RELIGION | | | |
|-------|--------------|-----------|---------|---------------|--------------------|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Muslim | 140 | 66.4 | 66.4 | 66.4 |
| | Buddhism | 57 | 27.0 | 27.0 | 93.4 |
| | Christianity | 7 | 3.3 | 3.3 | 96.7 |
| | Hinduism | 6 | 2.8 | 2.8 | 99.5 |
| | Others | 1 | .5 | .5 | 100.0 |
| | Total | 211 | 100.0 | 100.0 | |

e) Marital Status

| | | MARITAL STATUS | | | |
|-------|----------|----------------|---------|---------------|--------------------|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Single | 78 | 37.0 | 37.0 | 37.0 |
| | Married | 125 | 59.2 | 59.2 | 96.2 |
| | Divorced | 8 | 3.8 | 3.8 | 100.0 |
| | Total | 211 | 100.0 | 100.0 | |

f) Educational Level

| | | HIGHEST EDUCATION LEVEL | | | |
|-------|---------|-------------------------|---------|---------------|--------------------|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | SPM | 80 | 37.9 | 37.9 | 37.9 |
| | STPM | 12 | 5.7 | 5.7 | 43.6 |
| | DIPLOMA | 50 | 23.7 | 23.7 | 67.3 |
| | DEGREE | 62 | 29.4 | 29.4 | 96.7 |
| | MASTER | 4 | 1.9 | 1.9 | 98.6 |
| | Others | 3 | 1.4 | 1.4 | 100.0 |
| | Total | 211 | 100.0 | 100.0 | |

g) Duration Service

LENGTH OF SERVICE IN THIS COMPANY

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------------|-----------|---------|---------------|-----------------------|
| Valid | 1 months to 5 years | 97 | 46.0 | 46.0 | 46.0 |
| | 6 to 10 years | 68 | 32.2 | 32.2 | 78.2 |
| | 11to15 years | 31 | 14.7 | 14.7 | 92.9 |
| | 16to 20 years | 8 | 3.8 | 3.8 | 96.7 |
| | 21 to 25 years | 4 | 1.9 | 1.9 | 98.6 |
| | 26to30 years | 1 | .5 | .5 | 99.1 |
| | 31 to 35 years | 1 | .5 | .5 | 99.5 |
| | 36 to 40 years | 1 | .5 | .5 | 100.0 |
| | Total | 211 | 100.0 | 100.0 | |

h) Income Monthly

MONTHLY INCOME

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------|-----------|---------|---------------|-----------------------|
| Valid | Less than RM2000 | 17 | 8.1 | 8.1 | 8.1 |
| | RM2001 to RM3000 | 24 | 11.4 | 11.4 | 19.4 |
| | RM3001 to RM4000 | 26 | 12.3 | 12.3 | 31.8 |
| | RM4001 to RM5000 | 28 | 13.3 | 13.3 | 45.0 |
| | RM5001 to RM6000 | 21 | 10.0 | 10.0 | 55.0 |
| | RM6001 to RM7000 | 8 | 3.8 | 3.8 | 58.8 |
| | RM7001 to RM8000 | 44 | 20.9 | 20.9 | 79.6 |
| | RM8001 to RM9000 | 22 | 10.4 | 10.4 | 90.0 |
| | RM9001 to RM10000 | 8 | 3.8 | 3.8 | 93.8 |
| | Above RM10000 | 13 | 6.2 | 6.2 | 100.0 |
| | Total | 211 | 100.0 | 100.0 | |

APPENDIX6

DESCRIPTIVE

a) Descriptive (Mean and Standard Deviation for All variable)

| Descriptive Statistics | | | | | |
|------------------------|-----|---------|---------|--------|----------------|
| | N | Minimum | Maximum | Mean | Std. Deviation |
| SO-OCB | 211 | 1.00 | 6.00 | 4.3951 | .75250 |
| Empowering Leadership | 211 | 1.00 | 6.00 | 4.2676 | .83248 |
| Job Satisfaction | 211 | 1.00 | 6.00 | 4.3018 | .76348 |
| Service Climate | 211 | 1.00 | 6.00 | 4.3195 | .82592 |
| Employee Commitment | 211 | 1.00 | 6.00 | 4.3209 | .87278 |

b) Service-Oriented Organizational Citizenship Behaviours

| Descriptive Statistics | | | | | |
|------------------------|-----|---------|---------|--------|----------------|
| | N | Minimum | Maximum | Mean | Std. Deviation |
| SOOCB1 | 211 | 1.00 | 6.00 | 4.2749 | 1.05121 |
| SOOCB2 | 211 | 1.00 | 6.00 | 4.3460 | 1.00888 |
| SOOCB3 | 211 | 1.00 | 6.00 | 4.4360 | .92553 |
| SOOCB4 | 211 | 1.00 | 6.00 | 4.3697 | .97874 |
| SOOCB5 | 211 | 1.00 | 6.00 | 4.3886 | .94146 |
| SOOCB6 | 211 | 1.00 | 6.00 | 4.3602 | .87458 |
| SOOCB7 | 211 | 1.00 | 6.00 | 4.4171 | .86547 |
| SOOCB8 | 211 | 1.00 | 6.00 | 4.3649 | .97809 |
| SOOCB9 | 211 | 1.00 | 6.00 | 4.5308 | .95755 |
| SOOCB10 | 211 | 1.00 | 6.00 | 4.4597 | .89551 |
| SOOCB11 | 211 | 1.00 | 6.00 | 4.4218 | .91926 |
| SOOCB12 | 211 | 1.00 | 6.00 | 4.4123 | .95401 |
| SOOCB13 | 211 | 1.00 | 6.00 | 4.3602 | .94271 |
| SOOCB14 | 211 | 1.00 | 6.00 | 4.3934 | .97676 |

c) Empowering Leadership

| Descriptive Statistics | | | | | |
|------------------------|-----|---------|---------|--------|----------------|
| | N | Minimum | Maximum | Mean | Std. Deviation |
| EL1 | 211 | 1.00 | 6.00 | 4.2559 | 1.02859 |
| EL2 | 211 | 1.00 | 6.00 | 4.2654 | .95901 |
| EL3 | 211 | 1.00 | 6.00 | 4.1991 | 1.05478 |
| EL4 | 211 | 1.00 | 6.00 | 4.2038 | .96668 |
| EL5 | 211 | 1.00 | 6.00 | 4.2370 | .97138 |
| EL6 | 211 | 1.00 | 6.00 | 4.2938 | 1.03690 |
| EL7 | 211 | 1.00 | 6.00 | 4.2938 | .97047 |
| EL8 | 211 | 1.00 | 6.00 | 4.3128 | .91380 |
| EL9 | 211 | 1.00 | 6.00 | 4.3128 | .95458 |
| EL10 | 211 | 1.00 | 6.00 | 4.2986 | 1.01463 |

d) Job Satisfaction

| Descriptive Statistics | | | | | |
|------------------------|-----|---------|---------|--------|----------------|
| | N | Minimum | Maximum | Mean | Std. Deviation |
| JS1 | 211 | 1.00 | 6.00 | 4.3649 | .93325 |
| JS2 | 211 | 1.00 | 6.00 | 4.3128 | .95955 |
| JS3 | 211 | 1.00 | 6.00 | 4.2891 | .98890 |
| JS4 | 211 | 1.00 | 6.00 | 4.2275 | .99302 |
| JS5 | 211 | 1.00 | 6.00 | 4.2512 | .98001 |
| JS6 | 211 | 1.00 | 6.00 | 4.3033 | 1.02024 |
| JS7 | 211 | 1.00 | 6.00 | 4.3223 | .89996 |
| JS8 | 211 | 1.00 | 6.00 | 4.3081 | .94862 |
| JS9 | 211 | 1.00 | 6.00 | 4.4123 | .92357 |
| JS10 | 211 | 1.00 | 6.00 | 4.4076 | .97333 |
| JS11 | 211 | 1.00 | 6.00 | 4.2085 | 1.07088 |
| JS12 | 211 | 1.00 | 6.00 | 4.1991 | 1.06824 |
| JS13 | 211 | 1.00 | 6.00 | 4.2559 | 1.01461 |
| JS14 | 211 | 1.00 | 6.00 | 4.2559 | .97634 |
| JS15 | 211 | 1.00 | 6.00 | 4.2654 | .98835 |
| JS16 | 211 | 1.00 | 6.00 | 4.3507 | .95131 |
| JS17 | 211 | 1.00 | 6.00 | 4.3318 | 1.04830 |
| JS18 | 211 | 1.00 | 6.00 | 4.3649 | 1.03026 |

e) Service Climate

| Descriptive Statistics | | | | | |
|------------------------|-----|---------|---------|--------|----------------|
| | N | Minimum | Maximum | Mean | Std. Deviation |
| SC1 | 211 | 1.00 | 6.00 | 4.3602 | 1.00623 |
| SC2 | 211 | 1.00 | 6.00 | 4.2891 | .98408 |
| SC3 | 211 | 1.00 | 6.00 | 4.2749 | .97604 |
| SC4 | 211 | 1.00 | 6.00 | 4.3649 | .96831 |
| SC5 | 211 | 1.00 | 6.00 | 4.3886 | .99075 |
| SC6 | 211 | 1.00 | 6.00 | 4.2701 | .99427 |
| SC7 | 211 | 1.00 | 6.00 | 4.3033 | 1.02490 |

f) Employee Commitment

| Descriptive Statistics | | | | | |
|------------------------|-----|---------|---------|--------|----------------|
| | N | Minimum | Maximum | Mean | Std. Deviation |
| EC1 | 211 | 1.00 | 6.00 | 4.2607 | .99202 |
| EC2 | 211 | 1.00 | 6.00 | 4.3318 | .92267 |
| EC3 | 211 | 1.00 | 6.00 | 4.3081 | .97828 |
| EC4 | 211 | 1.00 | 6.00 | 4.3270 | 1.04297 |
| EC5 | 211 | 1.00 | 6.00 | 4.3697 | 1.01222 |

Universiti Utara Malaysia

APPENDIX 7

CORRELATION ANALYSIS

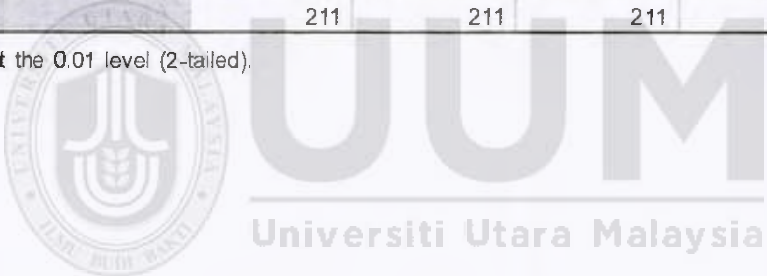
Correlations

| | | ServiceOrientedOrganizationalCitizenshipBehaviours | EmpoweringLeadership | JobSatisfaction | ServiceClimate | EmployeeCommitment |
|--|---------------------|--|----------------------|-----------------|----------------|--------------------|
| ServiceOrientedOrganizationalCitizenshipBehaviours | Pearson Correlation | 1 | .804** | .703** | .692** | .684** |



| | | | | | | |
|----------------------|-----------------|--------|--------|--------|--------|--------|
| ours | Sig. (2-tailed) | | .000 | .000 | .000 | .000 |
| | N | 211 | 211 | 211 | 211 | 211 |
| EmpoweringLeadership | Pearson | .804** | 1 | .763** | .835** | .825** |
| | Correlation | | | | | |
| | Sig. (2-tailed) | .000 | | .000 | .000 | .000 |
| | N | 211 | 211 | 211 | 211 | 211 |
| JobSatisfaction | Pearson | .703** | .763** | 1 | .862** | .819** |
| | Correlation | | | | | |
| | Sig. (2-tailed) | .000 | .000 | | .000 | .000 |
| | N | 211 | 211 | 211 | 211 | 211 |
| ServiceClimate | Pearson | .692** | .835** | .862** | 1 | .863** |
| | Correlation | | | | | |
| | Sig. (2-tailed) | .000 | .000 | .000 | | .000 |
| | N | 211 | 211 | 211 | 211 | 211 |
| EmployeeCommitment | Pearson | .684** | .825** | .819** | .863** | 1 |
| | Correlation | | | | | |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | |
| | N | 211 | 211 | 211 | 211 | 211 |

** . Correlation is significant at the 0.01 level (2-tailed).



APPENDIX8

REGRESSION ANALYSIS

Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .814 ^a | .663 | .657 | .40224 |

a. Predictors: (Constant), employeecommitment, jobsatisfaction, empoweringleadership, serviceclimate

ANOVA^a

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|---------|-------------------|
| 1 | Regression | 67.877 | 4 | 16.969 | 104.882 | .000 ^b |
| | Residual | 34.462 | 213 | .162 | | |
| | Total | 102.339 | 217 | | | |

a. Dependent Variable: serviceorientedocb

b. Predictors: (Constant), employeecommitment, jobsatisfaction, empoweringleadership, serviceclimate

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|-----------------------|-----------------------------|------------|---------------------------|-------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1.154 | .167 | | 6.896 | .000 |
| | empowering leadership | .537 | .067 | .620 | 8.059 | .000 |
| | jobsatisfaction | .256 | .074 | .276 | 3.446 | .001 |
| | serviceclimate | -.051 | .081 | -.060 | -.629 | .530 |
| | employeecommitment | .020 | .069 | .024 | .282 | .778 |

a. Dependent Variable: serviceorientedocb

APPENDIX9

FACTOR ANALYSIS

a) Service-Oriented Organizational Citizenship Behaviours

KMO and Bartlett's Test

| | | |
|--|--------------------|----------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | 942 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 2570.674 |
| | df | 91 |
| | Sig. | .000 |

Component Matrix^a

| | Component | |
|---------|-----------|-------|
| | 1 | 2 |
| SOOCB1 | .814 | -.382 |
| SOOCB2 | .807 | -.465 |
| SOOCB3 | .771 | -.430 |
| SOOCB4 | .833 | -.230 |
| SOOCB5 | .840 | -.209 |
| SOOCB6 | .793 | -.147 |
| SOOCB7 | .793 | .015 |
| SOOCB8 | .673 | .077 |
| SOOCB9 | .788 | .379 |
| SOOCB10 | .747 | .409 |
| SOOCB11 | .848 | .225 |
| SOOCB12 | .808 | .244 |
| SOOCB13 | .787 | .327 |
| SOOCB14 | .786 | .238 |

Extraction Method: Principal Component Analysis.

a. 2 components extracted.

b) Empowering Leadership

KMO and Bartlett's Test

| | | |
|---|--------------------|----------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy | | 934 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 1845.938 |
| | df | 45 |
| | Sig. | .000 |

Component Matrix^a

| | Component 1 |
|------|----------------|
| EL1 | .864 |
| EL2 | .867 |
| EL3 | .818 |
| EL4 | .880 |
| EL5 | .784 |
| EL6 | .860 |
| EL7 | .854 |
| EL8 | .840 |
| EL9 | .825 |
| EL10 | .840 |

Extraction Method: Principal Component Analysis.

a. 1 components extracted.



c) Job Satisfaction

KMO and Bartlett's Test

| | | |
|--|--------------------|----------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | .937 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 3151.710 |
| | df | 153 |
| | Sig. | .000 |

Component Matrix^a

| | Component | |
|------|-----------|-------|
| | 1 | 2 |
| JS1 | .722 | .341 |
| JS2 | .678 | .356 |
| JS3 | .801 | .278 |
| JS4 | .793 | .027 |
| JS5 | .719 | .119 |
| JS6 | .777 | .242 |
| JS7 | .779 | .231 |
| JS8 | .831 | .176 |
| JS9 | .783 | .220 |
| JS10 | .798 | -.107 |
| JS11 | .708 | -.320 |
| JS12 | .765 | -.421 |
| JS13 | .764 | -.374 |
| JS14 | .775 | -.386 |
| JS15 | .827 | -.260 |
| JS16 | .785 | .061 |
| JS17 | .807 | .064 |
| JS18 | .811 | -.209 |

Extraction Method: Principal Component Analysis.

a. 2 components extracted.

d) Service Climate

KMO and Bartlett's Test

| | | |
|--|--------------------|----------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | .904 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 1014.823 |
| | df | 21 |
| | Sig. | .000 |

Component Matrix^a

| | Component |
|------|-----------|
| | 1 |
| SC 1 | .820 |
| SC2 | .847 |
| SC3 | .852 |
| SC4 | .828 |
| SC5 | .851 |
| SC6 | .767 |
| SC7 | .852 |

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

e) Employee Commitment

KMO and Bartlett's Test

| | | |
|--|--------------------|---------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | .866 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 820.635 |
| | df | 10 |
| | Sig. | .000 |

Component Matrix^a

| | Component |
|-----|-----------|
| | 1 |
| EC1 | .883 |
| EC2 | .893 |
| EC3 | .896 |
| EC4 | .875 |
| EC5 | .864 |

Extraction Method: Principal Component Analysis.

a. 1 components extracted.